



**USAID**  
FROM THE AMERICAN PEOPLE

**AFGHANISTAN**

# REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

## **MONTHLY REPORT:** February 2013

RAMP UP North staff assist with the Mazar-e-Sharif monthly revenue analysis. - February 10, 2013



**MARCH 15, 2013**

THIS PUBLICATION WAS PRODUCED FOR REVIEW BY THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT. IT WAS PREPARED BY DAI.

# REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

**MONTHLY REPORT: FEBRUARY 2013**

<b>Program Title:</b>	Regional Afghan Municipalities Program for Urban Populations – Regional Command North
<b>Sponsoring USAID Office:</b>	USAID   Afghanistan
<b>Contract Number:</b>	306-C-00-11-00510-00
<b>Contractor:</b>	DAI
<b>Date of Publication:</b>	March 15, 2013
<b>Author:</b>	RAMP UP North Project Staff

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

# Contents

Abbreviations & Terms .....	4
About RAMP UP North .....	5
Executive Summary .....	5
Capacity Building .....	6
Municipal Budget Preparation and Execution .....	6
Workshops / Trainings .....	8
Economic Development / Revenue Enhancement .....	8
Geographic Information System (GIS) .....	9
Sustainable Service Delivery Improvement Projects .....	10
Round One (R1) Project Highlights .....	10
Round Two (R2) Project Highlights .....	11
Round Three (R3) Project Highlights .....	12
Round Four (R4) Project Highlights .....	12
Round Five (R5) Project Highlights .....	13
Sar-e-Pul Post-Flood Assistance Project .....	15
Environmental Compliance .....	15
Government and Community Engagement .....	15
Coordination Meeting .....	16
Community Engagement .....	16
RAMP UP North Staff Capacity Building .....	17
Gender Mainstreaming .....	17
Upcoming Activities .....	17

# Abbreviations & Terms

CLIN	Contract Line Item Number
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer's Representative
DAI	Development Alternatives, Incorporated
DoWA	Department of Woman's Affairs
EA	Embedded Advisor
GDMA	General Directorate of Municipal Affairs
GIROA	Government of the Islamic Republic of Afghanistan
IDLG	Independent Directorate of Local Governance
M&E	Monitoring and Evaluation
MOF	Ministry of Finance
MOU	Memorandum of Understanding
MTL	Municipal Team Leader
NAPWA	National Action Plan for the Women of Afghanistan
NGO	Non-Governmental Organization
PAAG	Public Administration Advisory Group
PBB	Performance Based Budgeting
PBT	Project-Based Training
PRT	Provincial Reconstruction Team
RAMP UP	Regional Afghan Municipalities Program for Urban Populations (USAID program)
SDAG	Service Delivery Advisory Group
SOP	Standard Operating Procedures
SOW	Scope of Work
TA	Technical Assistance
TAMIS	Technical Assistance Management Information System
TOR	Terms of Reference
ToT	Training of trainers
UN	United Nations
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government

## Terms

<i>Gozar</i>	Neighborhood
<i>Kalantar / Wakil</i>	Nahya or gozar representative
<i>Moustoufiat</i>	The provincial-level branch of the Ministry of Finance
<i>Nahya</i>	Municipal District
<i>Qaryadars</i>	Village leaders
<i>Safayi</i>	Service charge and property tax
<i>Tashkeel</i>	Administrative structure of a GIROA entity
<i>Zarang</i>	Three-wheel, motorized vehicle

## About RAMP UP North

Regional Afghan Municipalities Program for Urban Populations for Regional Command North (RAMP UP North) is working to create effective, responsive, democratic, transparent and accountable municipal governance in the nine provinces comprising the International Security Assistance Force's (ISAF's) Regional Command North.

RAMP UP North will: 1) increase the capacity of the Government of the Islamic Republic of Afghanistan (GIROA) municipal officials; 2) markedly improve the delivery of municipal services to citizens in target municipalities; and 3) increase municipal capacity to enable, support and sustain economic growth.

As a result of the program, Afghans citizens will receive better services, understand the responsibilities of municipal leaders, play an active role in the municipal decision-making process and see local governance structures as legitimate.

## Executive Summary

RAMP UP North extended its activities to Aqcha, Andkhoy, and Khulm District Municipalities, in late January 2013. During the first week of February, RAMP UP North EAs met with District Mayors to coordinate project selection in all three district municipalities. RAMP UP North Team and District Mayors conducted a Public Hearing Meeting and feasibility check of the proposed projects, and each of the district municipalities selected their first round projects.

DAI's Senior Vice President and Regional Director for MENA (Middle East and North Africa) and Afghanistan, along with RAMP UP North's Chief of Party and other RAMP UP North senior staff visited the Northern municipalities of Aqcha, Sheberghan and Sar-e-pul. The site visits February 26, 2013, provided opportunity for the team to meet with local mayors to observe development projects.

In Aqcha, the Mayor, Baz Mohammad, described the municipality's commitment to the RAMP UP North-supported **Trash Collection** project. He requested that RAMP UP North continue its support to the municipality and assured the team that the Municipality would honor its full commitment to participate in RAMP UP North's programs.

The team visited the Sheberghan R2 **Public Latrine Construction** project that was handed over to a private entity on December 26, 2012, through a PPP; and the R4 **Bus Terminal Construction** project along with the Municipal Team Leader.

In Sar-e-Pul, the Mayor joined the team as they visited five post-flood assistance projects (**Footbridge, Canal Retaining Wall, Vehicle Bridge Construction** projects and two **Road and Culvert Rehabilitation** projects) as well the as the **Mini-Football Field Construction** project – a Sustainable Service Delivery Improvement Project (SSDIP)

Each mayor expressed appreciation to RAMP UP North not only for the support to the municipality provided through development projects, but also for the technical support provided by RAMP UP North Embedded Advisors.

In addition to the project-based and on-the-job training, RAMP UP North also held two Regional Workshops (Project Management and Business Registration and Licensing) for municipal officials and Service Delivery Advisory Group (SDAG) members and one internal training for Public Engagement Embedded Advisors.

RAMP UP North provided support to the nine provincial municipalities and three district municipalities, through capacity building and technical support for the implementation and the development of SSDIPs.



RAMP UP North Advisor assisting Andkhoy district municipality staff on February 03,



RAMP UP North advisors facilitated a Public Hearing Meeting in Khulm District Municipality for project selection. - February 07, 2013



DAI Vice President and Regional Director for MENA and Afghanistan and RAMP UP North Chief of Party meet with the Mayor of Sheberghan, February 26, 2013.



## Strengthening Capacity

RAMP UP North uses the projects it implements to not only improve livelihoods and link communities to government, but also as real-world training opportunities that form the foundation of lasting capacity building. RAMP UP North embedded staff also provide support to the municipalities including Engineering training and planning, public outreach and municipal management.

In **Maymana**, RAMP UP North Embedded Advisors (EAs) and Municipal Engineers surveyed a road graveling project identified on the municipality's Project Priority List (PPL) as a high priority development project.

RAMP UP North EAs facilitated a public meeting on February 12, in **Andkhoy**. Meeting participants identified and prioritized development projects for RI: 1) Bus Terminal Construction; 2) Park Improvement; and 3) Public Latrine Construction.

In **Aybak**, RAMP UP North EAs worked with Head of the Construction Department for provision of drawings and Bills-of-Quantity (BoQs) for four high-priority development projects included in the 1392 budget. EAs also provided on-the-job training for municipal revenue officers. Training included business registration re-surveying and database usage and license printing.

The RAMP UP North Public Outreach Advisor met with **Mazar-e-Sharif** municipality's female staff and the Personnel Officer to discuss the municipality's Gender Management Action Plan (GMAP).

The **Sar-e-Pul** Engineering Manager, with the technical assistance from the RAMP UP North Embedded Engineering Advisor, surveyed a municipal building in District Two. The building is listed as a priority development on the municipality's PPL.

EAs assisted the **Taloqan** Municipality Engineering and Greenery Departments in conducting a site visit survey of the Takhar **University Park Construction** project.

### Municipal Budget Preparation and Execution

Each year, municipal government officials conduct a planning process to develop a budget. Municipal budgets must be prepared in accordance with all provisions in the Municipal Law of Afghanistan. Budget preparation must also comply with the yearly instructions issued by Independent Directorate of Local Governance (IDLG) and General Directorate of Municipal Affairs (GDMA) in the circular letter, which includes guidelines on budget preparation and annual deadlines. Historically, municipalities waited for the circular letter to begin budget preparation. This resulted in late, inaccurate and incomplete budget submittals.

Since February 2012 RAMP UP North has worked closely with nine Northern provincial municipalities, providing technical training and support to build municipal staff capacity in budget preparation. When RAMP UP North Embedded Advisors (EAs) first began work with municipalities, they found that none of the nine municipalities had submitted a timely budget for the Afghan Fiscal Year 1390, in which two of them had not submitted budgets at all.

### Establishing Municipal Budget Committees

Municipalities had never considered appointing Budget Committees, much less holding Public Budget Hearings. Budgets were prepared by a single individual, usually the Account Manager, and in some cases, the Mayor. The budget was considered a highly confidential document, and as such was rarely shared within the Municipality and never shared with the community.

During the first year of assistance, RAMP UP North focused on building technical capacity around budget planning, budget preparation and reporting. They also worked closely with municipalities to train officials on how to accurately fill out forms required by the Ministry of Finance (MoF) as part of the budget submission. As a result of the budget preparation, RAMP UP North was able to forge a close and cooperative relationship between GDMA and the municipalities.

RAMP UP North also helped municipalities to establish a budget process map that included specific dates as well as budget action plans. These documents were used by



Sar-e-Pul RAMP UP North Project Office staff visits a post-flood assistance project. - February 05, 2013.



RAMP UP North Embedded Engineer provides technical assistance to the Sar-e-Pul Construction Manager. - February 26, 2013



Maymana Budget Finalization assisted by RAMP UP North on February 05, 2013.



RAMP UP North EA provides technical assistance to the Mazar-e-Sharif municipality for the Mazar-e-Sharif Monthly Revenue - February 10, 2013

the municipality to plan and manage budget preparation. The program also helped to establish Budget Committees. Committees included the Account and Revenue Managers, Mayor, Deputy Mayor and Administrative Manager.

By following the budget process map, committees developed the budget and submitted it for review and approval to the local Governor, GDMA/IDLG, MoF and finally to the President of Afghanistan's Office of Administrative Affairs (OAA). RAMP UP North, with municipal participation, facilitated a meeting with the SDAG to review the budget. They also helped to facilitate one Public Budget Hearing in each municipality to solicit public opinion and feedback prior to budget submission.

#### ***Independently-Held Public Budget Hearings***

This fiscal year, for the first time in the history of modern municipal government, municipal officials in all nine Northern provinces, independently held Public Budget Hearings. Involving citizens in the budgeting process is improving municipal planning by providing direct feedback from citizens. As municipalities provide opportunities for citizens to discuss the municipal budget during forums and meetings, they are seeing increased citizen buy-in and support for municipal decisions. The process is also shoring residents how their taxes are being used to support services and projects in their area.

While intervention at the municipal level is the largest part of RAMP UP North's activities, the program also works with IDLG / GDMA, providing feedback on and dissemination of key documents. This year, municipalities struggled with the *Tashkeel* (Paying and Grading System) and Entrance Gate Fee portion of the circular letter. As the latter is a major source of municipal revenue, without it municipalities were unable to accurately project revenue much less balance their budgets. RAMP UP North worked closely with municipalities in the North to develop a letter to IDLG/GDMA pleading their case for the Presidential Decree to be rescinded.

The late arrival of the circular letter and *Tashkeel* discussions at the national level delayed budget submissions. However, municipalities were ultimately able to preserve a vital source of revenue and by the end of February, all municipalities had: drafted budgets; held public budget hearings; integrated public feedback into the budgets; and all municipalities except for Maymana, had submitted budgets to the governor's office for approval.

In addition to the nine provincial municipalities, this fiscal year, RAMP UP North began supporting three district municipalities (Andkhoy, Aqcha and Khulm). As part of the technical training and capacity strengthening, nearby provincial municipal officials are assisting RAMP UP North in mentoring these new municipalities.

RAMP UP North continues to strengthen the capacity of municipal staff so that they are able to execute the annual budget planning process, timing events to meet the deadline for submitting the budget proposal to IDLG / GDMA. As a result of the RAMP UP North program, municipal staff are learning to use the budget planning process as a planning and management tool for the municipality to decide which services to provide and to ensure that the municipality has the revenue and capacity to provide those services.



Andkhoy Municipality receives Technical assistance by RAMP UP North EA advisor February 26, 2013.



RAMP UP North Embedded Advisor assists the Aqcha Municipality in reviewing their annual budget. - February 26, 2013

### **1392 MUNICIPAL BUDGET PREPARATION AND APPROVAL STATUS**

Municipality	Drafted	Public Budget Hearing	Submitted to Governor	Governor Signs	Submitted to IDLG / GDMA	IDLG / GDMA Approval	MoF Approval	OAA Approval	Public Budget Meeting
Andkhoy	Feb. 21	None	Feb. 27	-	-	-	-	-	-
Aqcha	Dec. 18	Jan. 09	Jan. 13	Jan. 15	Jan. 18	-	-	-	-
Aybak	Jan. 21	Dec. 02	Jan. 26	Feb. 05	Feb. 07	Feb. 20	-	-	-
Faizabad	Jan. 06	Dec. 30	Jan. 24	Jan. 30	Feb. 16	-	-	-	-
Khulm	Jan. 20	Jan. 21	Jan. 26	Jan. 28	Feb. 12	-	-	-	-
Kunduz	Dec. 23	Jan. 02	Jan. 22	Jan. 29	Feb. 02	-	-	-	-
Maymana	Jan. 20	Dec. 26	-	-	-	-	-	-	-



Mazar-e-Sharif	Jan. 10	Jan. 12	Jan. 20	Jan. 21	Jan. 26	-	-	-	-
Pul-e-Khumri	Dec. 13	Dec. 17	Jan. 23	Feb. 05	Feb. 10	Feb. 20	-	-	-
Sar-e-Pul	Dec. 23	Jan. 13	Jan. 24	Feb. 05	-	-	-	-	-
Sheberghan	Dec. 3	Jan. 06	Jan. 29	Jan. 29	Feb. 10	-	-	-	-
Taloqan	Nov. 26	Dec. 30	Jan. 30	Feb. 27	-	-	-	-	-

## Workshops / Trainings

A **Regional Project Management Workshop** was conducted by RAMP UP North Regional office on February 18-21, 2013, for municipal officials and SDAG members from nine municipalities: Kunduz; Pul-e-Khumri; Aybak; Mazar-e-Sharif; Sheberghan; Maymana; Khulm; Aqcha; and Andkhoy.

The workshop was held to enhance the capacity of municipal officials to develop documentation and to manage Round Five (R5) projects. Participants received training on the key concepts of project management as well as development of the following project documents: Concept Note; Service Delivery Improvement Plan (SDIP); Monitoring Plan; Operation and Maintenance (O&M) Plan; and Communication Plan. RAMP UP requested that the municipalities revert all R5 project documents to the Regional Office by February 28, 2013.

The RAMP UP North Technical Program Team conducted a **Business Registration and Licensing Training** of Trainers (ToT) February 25 for EAs at the Regional Office in Mazar-e-Sharif. The ToT was followed by a two-day regional workshop for municipal officials, February 26-27, 2013. The workshop was held to familiarize municipal staff with the Integrated Financial Management System (IFMS), a business registration and licensing software.

In addition the IFMS, the workshop also covered Business Registration methodology, monitoring, reporting and enforcement as well as survey and data entry.

## Economic Development / Revenue Enhancement

*Economic development and revenue generation are essential to improved and sustained service delivery, increased citizen satisfaction and the creation of a municipal environment and infrastructure that can support economic growth and development. Activities supporting this priority include the development of economic development plans, the deployment of business and property registration software, and the implementation of revenue generation plans in all municipalities; doing so collaboratively with ASGP in those municipalities where it is also an implementing partner.*

In **Aybak**, RAMP UP North EAs provided on-the-job training for municipal revenue officers. Training included business registration re-surveying and database usage and license printing.

In **Khulm**, RAMP-UP North EAs coordinated the participatory feasibility check for selected development projects.

In **Mazar-e-Sharif**, RAMP UP North EAs provided on-the-job training for Revenue Department staff for the monthly revenue analysis. The monthly bank report, revenue statement and municipal bookkeeping data were compared. A few small errors were identified and corrected. Revenue data was analyzed and entered into the revenue database. EAs also worked with the Revenue Manager in preparation of the Municipal Revenue Profile and Revenue Generation Action Plan (MRP/RGAP) and information was entered into the MRP/RGAP table.

EAs also assisted the **Mazar-e-Sharif** Municipality in preparing standard operating procedures and in conducting a bank account balance check for the revenue and expenditure accounts of 1391.

In **Sheberghan**, RAMP UP North EAs consulted with the Mayor, Municipal Engineer, and Construction Manager to select three high-priority projects from the municipality's Proposed Project List (PPL). The RAMP UP North EA assisted the municipality in preparing Dari and English versions of the Standard Operating Procedures (SOPs) for



Project Management Workshop participants work together in small groups as part of their practical training on project management and documentation development. - February 19, 2013.



Business Registration and Licensing Workshop participants work with the IFMS software by entering Business Registration forms. - February 27, 2013



A RAMP UP North EA assists Taloqan's Darqad District Municipality with budget preparation. - February 18, 2013



RAMP UP North EAs meet with Pul-e-Khumri Municipal Officials to discuss expediting business licensing. - February 18, 2013



Property Registration, Business Registration, Citizen Monitoring, and Citizen Surveys. After official approval, the SOPs were printed.

RAMP UP North EAs held a meeting with the **Taloqan** License Manager and four districts managers to discuss expediting the business license distribution process. The License Manager, with the support of the district managers, will prepare a comprehensive list of businesses owners in the area.

## BUSINESS REGISTRATION AND LICENSING PROGRAM STATUS

Municipality	Registered / Licensed Businesses 1390 (Baseline)	Total Revenue 1390 (Baseline)	Registered Businesses 1391 (Baseline)	Total Revenue 1391	Licenses Issued YTD 1392	% of Registered Businesses YTD 1392 (1391 Baseline)	Revenue YTD 1392	% of Total Revenue 1390 (Baseline)
Aybak	1,395	335,400	1,924	420,343	115	6%	37,080	11%
Faizabad	884	202,000	2106	452,749	126	6%	57,350	28%
Pul-e-Khumri	3,300	1,701,650	3836	1,261,058	375	10%	168,850	10%
Sar-e-Pul	1,184	316,920	1555	229,800	118	8%	41,595	13%
Taloqan	1,600	700,000	4510	1,880,725	109	2%	77,750	11%
Total	8,363	3,255,970	13,931	4,244,675	843	6%	382,625	12%

## Geographic Information System (GIS)

The success of the municipal planners and revenue officials is largely determined by their ability to effectively utilize tools that help them to make informed decisions based on real information. RAMP UP North is using GIS to survey urban municipal boundaries, individual land parcels and to provide basic identification of land use. Municipalities use this data to help manage Master Plans and to enhance revenue generation as they manage businesses and property registrations.

The two main objectives of the RAMP UP North GIS team are to digitize parcel boundaries for nine provincial municipalities and three district municipalities, and to make large scale base maps (1,000 to 10,000 scale) for the municipalities in order to meet current and future mapping needs. The digitization will be done on a 60cm monochrome imagery of the nine municipalities.

Digitization completion will be followed by a property registration (door-to-door) survey within one or two representative districts in each municipality. The data collected during the survey will be fed into a database that will be linked to land parcels in ArcGIS.

After establishing a GIS system for each municipality, systems will be handed over to each of these municipalities. In preparation for the handover, two to three municipal staff will receive training on how to run, maintain and update the system in order to ensure its sustainability.



GIS team working with the Sheberghan Head of Construction and Engineering departments to demarcate Sheberghan City boundaries.

## GIS WORK PROGRESS

Municipality	Digitizing Complete	District Boundaries Complete	Quality Control Complete
Andkhoy	-	-	-
Aqcha	-	-	-
Aybak	100%	100%	-
Faizabad	100%	100%	98%
Khulm	-	-	-
Kunduz	50%	95%	-
Maymana	100%	100%	-
Mazar-e-Sharif	-	100%	-
Pul-e Khumri	98%	-	-
Sar-e- Pul	100%	100%	100%
Sheberghan	100%	50%	-
Taloqan	98%	100%	-



Citizens and RAMP UP North EAs conduct a final inspection of the Faizabad R2 Latrine Construction project. - February 12, 2013

## Sustainable Service Delivery Improvement Projects

RAMP UP North's activities promote sustainable service delivery by providing seed money to support small-scale, Sustainable Service Delivery Improvement Projects (SSDIPs). These projects provide a platform for the delivery of iterative, project-based functional training related to key municipal functions and responsibilities, such as project management, procurement, budget preparation and revenue generation.

### Round One (R1) Project Highlights

Though R1 projects are completed and handed over to the respective municipalities, RAMP UP North continues to regularly monitor the projects with participation from both the community and the municipality. This monitoring process not only helps reinforce the partnership between the community and the municipality, but also helps in maintaining strong community ownership over the municipal service and in providing feedback to the municipality that can help them continue to provide high-quality service to citizens.

In January, RAMP UP North expanded program activities into the district municipalities of Andkhoy, Aqcha and Khulm. RAMP UP North plans to conduct two rounds of SSDIPs in each of the municipalities.

- The RAMP UP North Embedded Engineer conducted a joint meeting with **Andkhoy** District Municipality Mayor, Municipal Construction Manager and other key Department Heads. The purpose of the meeting was to discuss the proposed **Bus Terminal Construction** project.
- The **Aqcha**, the RAMP UP North Embedded Engineer conducted a meeting with the Mayor and Construction Department Manager to finalize the proposed DRI **Trash Collection** project documents developed during the Regional Project Management Workshop. Documents reviewed included: Concept Note; SDIP; Monitoring and O&M Plans. During the review, the Mayor increased the municipal contribution to the project from one vehicle to two.
- The **Khulm** RAMP UP North EAs worked to finalize and translation of Project Development Documents, Concept Note, Service Delivery Improvement Plan, Monitoring, O&M and Communication Plans for the Bus Terminal Project, and after minor corrections translation is underway.
- In **Maymana**, RAMP UP North EAs continued to assist the municipality with the administrative process of securing a public-private partnership (PPP) for the **Women's Park Improvement** project.
- In **Maymana**, the project contractor completed construction of the R1 **Women's Park Latrine**. This latrine was constructed as part of the municipal contribution. The Municipality has announced a public-private partnership (PPP) for operating and maintaining the park and latrine, under a one-year lease agreement.



Faizabad R2 Latrine Construction project closing ceremony conducted February 28, 2013.



Despite inclement weather during the week, the Pul-e-Khumri Municipality worked on the R2 **Family Park Construction** project. - February 24, 2013



RAMP UP North provides support to the Khulm Municipality in prioritizing R1 projects. - February 14, 2013

## Round Two (R2) Project Highlights

By the end of February, eight of nine R2 project were substantially completed. The remaining, Pul-e-Khumri's *Park Improvement project*, was delayed due to municipality not providing its contribution of trash removal, and ground leveling and compaction. In late February, the Municipality reinitiated their contribution to the project and by the end of the month the project was 49 percent completed.

- In **Aybak**, a public-private partnership (PPP) lease agreement was finalized in early February, for the **City Park Public Latrine** project. The PPP process was facilitated by the RAMP UP North EAs, in coordination with the Municipal Contract Officer and Procurement Department representatives, and was signed by the Samangan Governor's Office on February 04, 2013. Based on the contract, the municipality can expect to receive 36,000 AFA in annual net revenue.

The RAMP UP North EA facilitated the auction meeting for the Aybak R2 **Grain Market** and **Aybak City Park**. The transparent lease agreement process was explained. The lease was awarded in the amount of 70,000 AFN.

- The **Faizabad Public Latrine Construction** closing ceremony was conducted February 28, 2013. Municipality officials including the Mayor, Head of the Governor's Private Sector Unit, Urban Affairs Department Chairman, SDAG members, media reporters, other line departments' representatives and citizens participated. The latrine project closing ceremony was conducted. The key was handed over directly to the PPP contractor.
- In **Kunduz**, the **City Park Improvement** project punch list was checked by municipal officials and SDAG members. Some minor defects were noted and repaired. The RAMP UP North Engineer checked the project and issued the final completion certificate to the RAMP UP North Regional Office.
- RAMP UP North EAs conducted the weekly monitoring site visit of the **Mazar-e-Sharif R2 Trash Collection** project in District Three. Though the Municipality continues to regularly collect trash, some accumulations continue to form due to construction which is blocking a few roads. In addition to the weekly monitoring, EAs assisted **Mazar-e-Sharif** municipal officials and citizens in leading a monthly sustainability monitoring of the R2 **Trash Collection** project.

A post-project survey was conducted by EAs in Mazar-e-Sharif. Some 50 citizens were randomly surveyed from different *Gozars* of District 3 together with municipal officials. The citizens expressed appreciation for the **Trash Collection** project and requested the extension of this project to other districts.

- In **Pul-e-Khumri**, the **Family Park Project**, the municipality reinitiated its work on the project site. It also sent a letter to the local media announcing the availability of a PPP lease agreement to manage the park once it is completed. The O&M plan was revised and submitted to the RAMP UP North Technical Program Team.
- On February 20, 2013, the closing ceremony for the **Wheat & Flour Market Improvement project** was conducted in **Sar-e-Pul**. The event was attended by 23 people including the Deputy Provincial Governor, Provincial Head of National Security Department, Head of Provincial Council, Public Administration Advisor Group and Service Delivery Advisor Group members. The event was covered by several media representatives.
- The **Sheberghan** Mayor and RAMP UP North EAs monitored the **Public Latrine** project. During the visit, the Mayor expressed appreciation to the cleaning staff employed through the PPP for their hard work in maintaining the public latrine, which in turn, provides a good service to local citizens. EAs also facilitated the first monthly sustainability monitoring visit of the project. SDAG members, citizens and municipal officials participated in the monitoring.
- In **Taloqan**, RAMP UP North EAs conducted a meeting with the Mayor regarding the Round Two **Park Improvement** project. The Mayor



Pul-e-Khumri Citizen Monitoring of the R2 Family Park Construction project. - February 19, 2013.



Sheberghan SDAG and PAAG Meeting assisted by RAMP UP North support. - February 05, 2013



Sheberghan Mayor Surveys the proposed R5 Bukhdi Park Improvement Project. - February 27, 2013



instructed a municipal engineer to conduct site inspections with the contractor and RAMP UP Embedded Engineer in order to determine and repair existing project defects.

## Round Three (R3) Project Highlights

Vetting approval delays continued to be problematic and resulted in project implementation delays. At the end of the month, five approvals valued at more than \$600,000 were still pending; one has been pending since January 10, 2013. USAID staff is assisting to expedite these approvals.

### USAID VETTING APPROVAL DELAYS

Municipality	Project No.	Project	Vetting Submitted
Sari-Pul	RUN-P-SAR-003	Trash Collection Tractor / Trailers	10-Jan-13
Kunduz	RUN-P-KDZ-003	Steel Drainage Grids Reconstruction	30-Jan-13
Pul-e-Khumri	RUN-P-PUL-003	Public Latrine Construction	7-Feb-13
Aybak	RUN-P-AYB-004	Family Park Construction	11-Feb-13
Mazar-e-Sharif	RUN-P-MZR-003	Bukhdi Park Reconstruction (D8)	13-Feb-13

- In **Pul-e-Khumri**, the **Public Latrine project** bid opening was completed in conjunction with the municipality and SDAG Members.
- Due to an initial lack of qualified vendors, the **Sar-e-Pul Trash Collection project** request for proposal (RFP) for trash collection service was re-announced in mid-February. However, the bid opening and evaluation for the equipment (two tractors, two trailers, and 20 steel trash bins) was conducted in the RAMP UP North Regional Office on February 04, 2013. The purchase order for the fabrication of trash bins was awarded later in the month.

## Round Four (R4) Project Highlights

- In **Faizabad**, **Park Construction project**, the Communication Plan was submitted to the Regional Office for review and feedback. The Environmental Screening Checklist (ESC) and Environmental Monitoring Management Plan (EMMP) were also completed and submitted to Regional Office for further action.
- In **Kunduz**, a second survey of the proposed **Market Stalls Construction** project showed that most of the stakeholders were not happy with the implementation of the project. Based on this information, the project was rejected. Round 4 and Round 5 will be combined.
- The RAMP UP North team in **Maymana** completed submittals (Master Plan Certification, Provincial Development Committee Certificate, Land Title Deed/ Certificate and Confirmation Scope of Work) for the **Fruit and Vegetable Market Construction project**. Submittals were sent to Regional Office for review.
- RAMP UP North EAs completed the SDIP, O&M Plan and Project Monitoring Plan (in both Dari and English) for the **Sar-e-Pul Mini-Football Field project** (see drawing below).
- Sheberghan** municipal staff prepared submittal documents for their **Bus Terminal project** to the Regional Office for review.



RAMP UP North Embedded Advisors conduct a Bid Opening and Evaluation at the Sar-e-Pul Municipality. - February 27, 2013.



RAMP UP North conducts a Bid Opening and Evaluation for the Aybak R4 Mini- Football Field Construction project. – February 26, 2013



The Maymana R3 Wheat and Flour Market Improvement project site visit with the RAMP UP North EA Team. - March 05 2013



## Round Five (R5) Project Highlights

During the Regional Project Management Workshop February 18-21, 2013, municipal officials and SDAG members worked together to develop their respective R5 project documentation. Documents included the Concept Note, SDIP, and O&M Communications and Monitoring Plans for proposed projects. RAMP UP North has requested that these documents be reverted to the Regional Office by February 28, 2013, for review and feedback. RAMP UP North EAs are providing technical assistance and oversight as necessary.

- RAMP UP North EA assisted the **Aybak** Municipality with the proposed **Bus Terminal Construction** project documentation. The documents (Concept Note, SDIP, and Monitoring and Evaluation and Communication Plans) were reviewed and EAs are working on translating them into English.
- On February 25-26, 2013, a Bid Opening and Evaluation was held in **Aybak** for the Round Five (R5) **Mini-Football Field Construction** project. Municipal officials, SDAG members and Project Beneficiary Group (PBG) members participated in the meeting.
- RAMP UP North EAs in **Kunduz**, developed the English version of the Project Concept, SDIP, O&M and Communication Plans and submitted them to the Regional Office for review. On February 25, 2013, the RAMP UP North EE and Municipal Engineer conducted a physical site survey to review activities proposed under the project.
- RAMP UP North EAs in **Maymana** completed both Dari and English versions of the **Grain Market Improvement** projects Concept Note, SDIP, O&M and Communication Plans, and submitted them to the Regional Office for review.
- The **Sheberghan** Mayor and Municipal Construction Manager conducted a field visit to the proposed R5 **Bukhdi Park Phase 2 project** site. The visit provided an opportunity to survey and draw the project as well as to share the SDIP, Monitoring Plan and O&M Plan with the Mayor.



RAMP UP North team conducts an SDAG and PAAG meeting in Kunduz to identify R5 projects. - February 12, 2013

### RAMP UP North SSDIP UPDATE

Municipality	Project Reference	Project Title	% Complete	Comments
Andkhoy	R1	Bus Terminal	0%	Concept under development by municipality.
Aqcha	R1	Trash Collection	0%	Concept under development by municipality.
Aybak	R1	Aybak Park Renovation	100%	Closed
	R2	Public Latrines Construction & Rehabilitation	100%	Evaluation complete. Vetting documents issued Feb. 11.
	R3	Family Park Construction	0%	Bid opening 25 February. Proposal issued to COR for approval 28 February.
	R4	Mini-Football Field Construction	0%	Bid opening Feb. 25. Proposal issued to COR for approval Feb. 28.
	R5	Family Park and Women's Market	0%	Concept under development by municipality.
Faizabad	R1	Trash Collection	100%	Closed
	R2	Latrines Construction	100%	Closing Ceremony February 28. PPP in place and will operate soon after handover.
	R2	Water Well Construction	100%	Closing Ceremony February 28. PPP in place and will operate soon after handover.
	R3	Park Improvement & Parking Lot	0%	Vetting approval received February 24. Contractor signed contract and pre-construction meeting to be held March 03.
	R3	Water Well Construction	0%	Bid-opening March 04.
	R4	Park Construction (D1)	0%	Issued RFP to pre-qualified contractors. Bid return is March 10.
Khulm	R1	Bus Terminal	0%	Concept under development by municipality.
Kunduz	R1	Trash Collection	100%	Closed
	R2	City Park Improvement	100%	Closing Ceremony will be held when Mayor returns from India. Invoice 4 issued to GSC (AISA expired).

	R3	Drainage Rehabilitation	0%	COR approved cost mod. Vetting documents issued January 30.
	R4 / R5	Sports Stadium Improvement	0%	R4 / R5 to be combined. Concept under development by municipality.
Maymana	R1	Women's Park Improvement	100%	Closed
	R2	Public Latrines Construction	100%	Release of 10 % retention issued to FO. Final completion certificate received. Project Close-Out Certificate to be issued.
	R3	Wheat & Flour Market Improvement	0%	Vetting approval received February 26. Contractor signed contractor and pre-construction meeting scheduled March 03.
	R4	Fruit & Vegetable Market Construction	0%	Proposal under reviewed. RFP issued to pre-qualified contractors. Bid return March 06.
	R5	Grain Market Improvement	0%	Concept under development by municipality.
Mazar-e-Sharif	R1	Trash Collection	100%	Closed
	R2	Trash Collection	100%	Finalizing Project close-out and Acceptance Certificate. Invoice 2 and 3 in payment process.
	R3	Bukhdi Park Reconstruction (D8)	0%	Vetting documents issued February 13.
	R4	"I" Park Construction (D6)	0%	RFP Issued to pre-qualified contractors. Bid return March 06.
	R5	Karte Khurasan Park Project	0%	Concept being translated.
Pul-e-Khumri	R1	Trash Collection	100%	Closed
	R2	Family Park Construction	49%	Municipality removing earth from site and leveling and compacting ground.
	R3	Public Latrine Construction	0%	Vetting documents issued February 07.
	R4	Sports Stadium Improvement	0%	RFP Issued to pre-qualified contractors. Bid return March 06.
	R5	Grain Market Improvement	0%	Concept under development by municipality.
Sar-e-Pul	R1	Public Park improvement	100%	Closed
	R2	City Market Improvement	100%	Outstanding defects cleared. Meeting regarding modification scheduled with contractor March 04.
	R3	Trash Collection	0%	Bid opening started 28 February for trash collection service. PO for manufacture/supply of 20 trash containers signed by COP.
	R4	Mini-Football Field Construction	0%	Issued RFP to pre-qualified sub-contractors. Bid return is 06 March.
	PFA 1	Canal Cleaning and Repair	100%	<b>Project Scope:</b> 19.6 Km Canals 10% retention on the canal repair cost withheld.
	PFA 2	Emam Road & Culvert Repairs	100%	<b>Project Scope:</b> 1.28 Km Road & 2 Culverts Processing invoice 3 and 4.
	PFA 3	Lelami Road & Culvert Repairs	95%	<b>Project Scope:</b> 1.32 Km Road & 6 Culverts Contractor backfilling culverts. Invoice 3 paid.
	PFA 4	Canal Retaining Wall Construction	100%	<b>Project Scope:</b> 44.5m Canal Retaining Wall. Invoice 3 issued to FO. Final inspection February 28.
	PFA 5	Construction Inspection & Testing (QA/QC)	15%	Testing of soil, aggregate and concrete on-going
	PFA 6	Footbridge Construction	80%	<b>Project Scope:</b> 20m Footbridge. Payment certificate #3 issued to FO. Signed Change Order and contractor to issue invoice for additional works.
	PFA 7	Vehicle Bridge Reconstruction	7%	<b>Project Scope:</b> 16m vehicle bridge. Contractor excavated abutment foundations and cast PCC and RCC.
Sheberghan	R1	Trash Bin	100%	Closed
	R2	Public Latrines Construction	100%	Defects cleared. Received invoice/claim to release warranty.
	R3	Bukhdi Park Improvement & Sports Area Construction	0%	Vetting approval received February 24. Contractor signed contract. Pre-construction meeting scheduled March 03.
	R4	Bus Terminal Construction	0%	RFP issued to pre-qualified contractors. Bid return March 06.
	F5	Bukhdi Park Improvement (Phase II)	0%	Concept under developed. Municipality to contribute USD 60,000

Taloqan	R1	Trash Collection	100%	Closed
	R2	City Park Improvement	100%	PPP template complete. Warranty period ends February 16. Contractor returned to clear defects.
	R3	Parking Lot Construction & Park Improvements	0%	Vetting approval received February 24. Contractor signed contract. Pre-construction scheduled March 03.
	R4	Children's Park Construction	0%	RFP issued to pre-qualified contractors. Bid return March 10.

### Sar-e-Pul Post-Flood Assistance Project

In May 2012, torrential rain triggered flash flooding in Sar-e-Pul, a municipality of some 70,000 residents. These flash floods killed 22 people, left thousands homeless and destroyed or damaged municipal infrastructure, including the municipality's main flood protection retaining wall. As a result of the breached protection wall, flood water destroyed homes, collapsed a pedestrian bridge, damaged roadways and related culverts and drainage ditches.

With the support of USAID, RAMP UP North met with the Sar-e-Pul Mayor and conducted a rapid assessment of the flood damage and determined that the program had the appropriate technical capacity to respond. USAID provided \$1,119,500 for post-flood projects including canal cleaning and rehabilitation, roads and culvert repairs, reconstruction of a footbridge, canal retaining wall and vehicle bridge.

DAI's Senior Vice President and Regional Director for MENA and Afghanistan, RAMP UP North's Chief of Party and other RAMP UP North senior staff visited Sar-e-pul. The site visit February 26, 2013, not only provided an opportunity for the team to meet with the Mayor, but also to observe the post-flood assistance projects.

The **Vehicle Bridge Reconstruction** project continued on schedule. The excavation for both foundations of abutments was completed along with the PCC and RCC for the abutment foundation.

The **Footbridge Construction** project is on schedule. The contractor worked on the stone masonry of the abutment and wing walls on northern side of the project.

The contractor for **Lelami Road Repair & Culvert Construction** project continued with the backfilling of two RCC box culverts.

### Environmental Compliance

Projects implemented by RAMP UP North include four activity types, namely Municipal Solid Waste (MSW) Management, Sanitation and Latrines, Small-Scale Road Activities, and Small-Scale Infrastructure. Due to the relatively small-scale scope of these projects, as well as the low-input construction methods and emphasis on utilizing manual labor, relatively minor potential for significant adverse environmental impacts is incurred.

For projects that address municipal park upgrades, environmental mitigation has focused on personal protective measures for laborers, pedestrian and vehicular traffic safety considerations, timely disposition of spoils and wastes, and work site dust controls. Mitigation for projects that address municipal solid waste collection has also included emphasis on environmentally sound waste transportation measures.

The implementation of community trash cleanup and collection programs have a three-fold positive effect of improving municipal service delivery programs, mobilizing the community to interact and cooperate with their municipalities, and improving the urban environment by removing trash and waste from public areas.

### Government and Community Engagement

Coordination with municipal officials, USAID representatives, community leaders and members and other program implementers is critical to the success of RAMP UP North's activities. Each week RAMP UP North Municipal team leaders make it a



Sar-e-Pul Footbridge Project is monitored by the Construction Manager. - February 17, 2013



The Sar-e-Pul Mayor answers questions for the media at a ground breaking ceremony for the Vehicle Bridge Construction project. – February 20, 2013



RAMP UP North team meets with the Khulm Mayor to introduce project selection criteria. - February 03, 2013



priority to update regionally based USAID representatives on program activities in their areas.

On February 24, 2013 RAMP UP North EAs facilitated a joint monitoring and final inspection of the **Faizabad R2 Latrine and Water Well Construction** project with the Municipal Construction Manager.

### Coordination Meeting

In **Sar-e-Pul**, RAMP UP North EAs conducted a coordination meeting February 03, 2013, with the *Qaryadars*, *KalanTERS*, Mayor and other citizens to discuss the **Vehicle Bridge** project. In attendance were 27 individuals. The Mayor led the meeting and addressed citizens' concerns regarding the duration of the project. By the end of the meeting, the group expressed their full support for the project, including its duration.

On February 04, in **Kunduz**, RAMP UP North EAs met with the Mayor, the Head of the Provincial Council, and the Head of the Traffic Department to share the results of a second survey that was conducted on the proposed **Market Stalls Construction** project. Survey results showed significant concerns on the part of citizens and local business owners over the proposed project. Due to the concerns expressed, the Mayor agreed to cancel the project and to begin selecting a new R4 project.

On the February 24, 2013, RAMP UP North team met with the **Khulm** Mayor to review the results of Regional Project Management Workshop, and updated him on the **Bus Terminal** project documents.

On February 24, 2013, RAMP UP North EAs facilitated a coordination meeting with the Head of the **Faizabad** Municipality Construction Department, regarding municipal projects financed by donors.

RAMP UP North EAs facilitated a coordination meeting February 18, with the **Faizabad** Mayor regarding the 1392 draft budget. The draft budget has been submitted to IDLG/ GDMA for approval.

On February 17, 2013, RAMP UP North EAs shared documents on the R5 **Mini-Football Field Construction** project with the Mayor, Governor, Head of Economy Department, Head of SDAG and Deputy Head of the SDAG to obtain their certification and signatures.

RAMP UP North Embedded Advisors organized a coordination meeting with the **Kunduz** Deputy Mayor to plan the closing ceremony of the R2 **City Park Improvement** project. The event was delayed due to security concerns as well as the Mayor's trip to India and was finally scheduled for March 11, 2013.

### Community Engagement

On February 14, RAMP UP EAs participated in a meeting with the **Khulm** Municipal Consultancy Committee meeting. The purpose of meeting was to brief the committee on the RAMP UP North program focusing on activities involving municipal capacity building. EAs also discuss prioritizing development projects selected by the Khulm Mayor. They also presented information on the GIS program and how it can support the municipality.

In **Maymana**, RAMP UP North EAs and the Municipality's Gender Group conducted a gender mainstreaming meeting to review the status of the GMAP. Participants reviewed the plan, noting items which were completed, and discussed remaining items and made a plan for addressing them in a timely manner.

In **Mazar-e-Sharif**, the RAMP UP North team helped the District 3 Project Beneficiary Group (PBG) lead a monthly sustainability monitoring on the R2 **Trash Collection** project.

On February 20, 2013, the ground breaking ceremony for the **Vehicle Bridge Reconstruction** project was held in **Sar-e-Pul** City. Some 27 people attended including the Deputy Provincial Governor, Mayor and Head of the Provincial Council, Department of National Security and Provincial Police Chief and others.



Sar-e-Pul coordination meeting with *Qaryadars* and *KalanTERS*. - February 03, 2013



Mazar-e-Sharif Round Two Post-Project Survey is conducted by RAMP UP North staff on February 04, 2013.



RAMP UP North Advisor meets with Faizabad Municipality staff to discuss sharing the Expression of Interest process with the Mayor and Construction Department Manager. - February 05, 2013



The RAMP UP North EAs in **Sheberghan** facilitated the first monthly sustainability monitoring for Sheberghan R2 **Public Latrine** project with four SDAG members and two municipal officials. The monitoring visit ensured that the private entity is maintaining the project and that the latrine is available to the community.

RAMP UP North EAs began conducting Post-Project surveys of the Taloqan R2 **City Park Improvement** project.

### **RAMP UP North Staff Capacity Building**

Public Outreach Advisors from eight municipalities (all but Aybak, where the position of the Public Outreach Advisor was under recruitment) attended an three-day internal service training conducted February 4-6, 2013, in the RAMP UP North Regional Office in Mazar-e-Sharif.

The training provided capacity building on technical areas such as: survey methodology; survey data entry; conducting project citizen monitoring visits; and designing and implementing project communication plans. Also introduced were the implementation of Gender Mainstreaming Action Plans, the upcoming establishment of Municipal Advisory Boards, and the upcoming workshops on Municipal Strategic Communications Plans.

Public Outreach Advisors provide technical support to all nine municipalities on public outreach activities. They assist in the preparation of information materials for municipal media campaigns relating to municipal functions and services. They also support municipal efforts to engage citizens, particularly women, and to generate greater participation by citizens in municipal decision-making.

In addition, Public Outreach Advisors assist in developing communication plans for RAMP UP North projects, in consultation with municipal officials. They are working to increase public awareness of the municipal government's activities, using appropriate media outlets and other marketing channels targeting beneficiaries, government officials and citizens.

### **Gender Mainstreaming**

On February 26, 2013, RAMP UP North EAs in **Khulm** helped to facilitate a review of the municipality's Gender Mainstreaming Action Plan (GMAP).

The **Sheberghan** RAMP UP North EA conducted a gender mainstreaming meeting with the coordination of the Municipal Gender Group to review the status of the GMAP. During the meeting, it was noted that two female staff in the Municipal Administration Department conducted a capacity building training with other female staff.

## **Upcoming Activities**

- RAMP UP North will work to realign the program budget to accommodate the additional three months of operation requested by USAID.
- Two Regional Workshops will be held: Municipal Strategic Communication and Revenue Generation Action Plan.
- Bid Opening and Evaluations will be held for R4 projects as well as 5 Ground Breaking and 4 Ribbon Cutting Ceremonies.
- The Sar-e-Pul Mayor will host a Media Roundtable March 18, 2013, to discuss Post-flood Assistance projects.
- RAMP UP North advisors will focus on the following activities in February:
- Senior Staff will attend USAID's Implementing Partner's Meeting in Kunduz.



**Public Outreach Advisor Regional Training, Mazar-e-Sharif February 04-06, 2013**